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Heritage Trust

British Columbia Heritage Trust Performance Plan 2001-2004

APRIL 2001

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BRITISH COLUMBIA

1. Vision

Our heritage conserved and valued; our history recorded and appreciated; our people inspired; our communities sustained; our Province renewed.

2. Mandate and Mission

The *Heritage Conservation Act* establishes the Heritage Trust as an agent of the government. The objects of the Trust as expressed in Section 25 of the *Act* are:

(a) to conserve and support the conservation of heritage sites and heritage objects;
(b) to gain further knowledge about British Columbia's heritage;
(c) to increase public awareness, understanding and appreciation of British Columbia's heritage;
(d) to undertake such other activities related to British Columbia's heritage as the Minister may authorize.

The Board of the Heritage Trust is appointed by Order-in-Council. Its members are broadly representative of the regions of the Province and have heritage expertise, skills and interests that contribute to the work of the Trust.

The mission of the Trust, as approved by the Board, is:

To encourage and facilitate sustained conservation, public access, awareness and appreciation for British Columbia's heritage as expressed through its properties, sites, communities, cultural activities and organizations.

3. Values

- Respect for the authenticity and integrity of our irreplaceable heritage resources
- Respect for cultural diversity and the need to tell the complete story of our Province's history
- Respect for local authorities that are enabled through legislation to conserve and protect community heritage
- Promotion of good stewardship of heritage resources
- Responsiveness to community heritage initiatives
- Prudent use of public funds: transparency and accountability in project adjudication, attracting community and private investment, leaving a valuable heritage legacy

4. Environment Scan

External Trends

- Environmentally sensitive land use regulation and initiatives to reduce energy waste will encourage rehabilitation of the existing built environment and more use of core urban areas and older neighbourhoods.
- Changing demographics show that there will be increasing numbers of individuals with time and interest to participate in heritage-related activities, including heritage tourism, which is experiencing increasing interest globally.
- As the population ages, more individuals will seek personal investments that leave a meaningful community legacy.
- More cultural diversity in Canada, and greater public sensitivity to this reality, will create demand for new interpretations of our history and heritage.
- Increasingly sophisticated technology will change the public's exposure to, and appreciation of, heritage resources and experiences.

Internal Trends

- The Trust's total annual budget has declined from $4.1 million in fiscal year 1991/92, to $1.4 million in 2000/01.
- Community needs and requests for funding support have not declined, although the Trust's former leadership role in cost-shared programs has eroded.
- Because Heritage Branch personnel currently support the administration of the Trust, staffing restrictions in recent years increasingly challenge the Trust's ability to carry out core responsibilities.

Key Opportunities

- Communities are interested in partnerships with the Trust, to capitalize on heritage resources that support tourism and to revitalize downtown areas.
- Investment through the Trust, in heritage rehabilitation, contributes significantly to the evolution of the "green economy", the primary characteristics of rehabilitation being to reuse, recycle and reduce.
- The Trust's involvement puts a "stamp of approval" on community heritage projects; each Trust dollar has attracted, on average, three additional dollars of investment. Similar partnerships for heritage conservation with private sector interests, currently limited, could be increased significantly.

Continued

Key Opportunities continued

- Technology is providing the Trust with new ways to conserve heritage and enhance heritage-related experiences.

- The Trust could fulfil an increasing role as advocate and champion for conservation of the heritage and history of British Columbia.

Key Challenges

- Heritage resources continue to be threatened by development pressures and neglect; over the past quarter century, more than 20% of Canada's historic buildings have been destroyed.

- The current annual provincial funding for Community Heritage Investment Programs, $750,000, represents a commitment of only 18 cents per capita, the lowest level of ongoing provincial support for community heritage in Canada.

- The erosion in the expertise base in heritage both at the Provincial level and the community level, which worsens as funding decreases, compromises the capacity to deliver existing programs and implement effective new initiatives.

- Although the Province is the most significant steward of heritage resources in British Columbia, there is no Provincial Heritage Policy to provide formal expression of the government's commitment to conserve the Province's heritage.

- Only about one third of local governments in the Province have a Community Heritage Commission or any form of heritage policy or program.

- The ability to secure corporate or other private sector support for heritage conservation will be constrained by competition from well-organized fund-raising activities by hospital, universities, schools and other non-profit institutions.

5. Strategic Directions

The Trust will:

- ***Continue to invest in community heritage*** to generate economic and social benefits that will help make British Columbia's communities sustainable.

- ***Enhance its role as advocate and champion of heritage conservation in British Columbia***, to increase awareness and appreciation of the unique and diverse history of Canada's Pacific Province.

- ***Monitor, and advise the Minister on, heritage properties, sites, objects, activities and organizations***, to encourage and support initiatives for the conservation of British Columbia's irreplaceable heritage.

6. Business/Program Areas and Goals

The Heritage Trust has three business/program areas:

- **Heritage Investment in Communities**
- **Heritage Advocacy and Promotion**
- **Heritage Monitoring and Advising**

Business/Program Area	Goal
Investing in Communities	**Heritage Investment in All Communities:** Support heritage planning, conservation and interpretation in all British Columbia communities to contribute to community sustainability and pride.
Advocacy and Promotion	**Widespread Appreciation and Celebration of British Columbia's Heritage:** Inform the public about the value of heritage, influence public attitudes to support heritage conservation and scholarship, and encourage celebration of heritage
Monitoring and Advising	**Recognition of Significance of Heritage Conservation for Quality of Life:** Provide to the Minister, independent, sound and timely advice, on matters pertaining to the conservation of British Columbia's irreplaceable heritage.

The following is a summary of the Trust's track record in its business areas.

Investing in Communities

Over the past 22 years, the Heritage Trust distributed $27.5 million in community grants, which generated total project values of $110 million, created jobs and small business opportunities, stimulated other community investment, and contributed to increased local government tax revenues through increased property assessments. Project investments have included museum exhibits, local history publications, conferences, building restorations and revitalization of historic areas in communities such as Nanaimo, Revelstoke, Trail and Victoria.

Advocacy and Promotion

- Heritage Websites
- Technical Papers and Workshops for Heritage Professionals and Volunteers
- School Prizes and University Scholarships
- Heritage Week and Heritage Fairs
- Financial Assistance for Heritage Society of BC, BC Historical Federation, Archaeological Society of BC, Underwater Archaeology Society of BC
- Liaison with Union of BC Municipalities, Arts Council of BC, Tourism BC

Monitoring and Advising

Since 1995, the Trust has been the Minister's independent advisory council on heritage. The Trust meets with the Minister and senior Ministry officials to discuss heritage issues and opportunities. The Trust oversees the nomination process for the BC Heritage Award, the pre-eminent provincial award for contributions to heritage conservation.

7. Objectives and Strategies

Goals	Objectives	Strategies
Heritage Investment in All Communities	Legacy of conserved heritage resources across British Columbia More jobs in "heritage industries" including restoration, rehabilitation and cultural tourism New opportunities for small business More heritage tourism attractions Increased community pride	Developing community heritage plans Maintaining community heritage commissions Restoring/ rehabilitating heritage buildings Presenting/ interpreting heritage *through partnerships with local governments, band councils, not-for-profit organizations and owners of heritage properties*
Widespread Appreciation and Celebration of British Columbia's Heritage	Better understanding of British Columbia's heritage National recognition for excellence in heritage scholarship and heritage conservation Public attitudes and behaviour indicating appreciation of heritage and support for heritage conservation	**Information Sharing:** • Websites • Workshops and Conferences **Encouraging Excellence:** • Prizes • Scholarships • Technical Papers **Appreciation/Celebration Activities:** • Heritage Week • Heritage Fairs • Endorsements • Friends of Heritage Awards • Other Recognition Activities *through partnerships with other levels of government, educational institutions and other organizations*
Recognition of Significance of Heritage Conservation for Quality of Life	Independent, sound, timely advice, regarding: • provincial heritage properties, • heritage legislation, • policy, • funding	Position and Policy Papers *through monitoring and reporting on the state of heritage on a regular basis*

8. Performance Measures

Goals	Output Measures	Outcome Measures
Heritage Investment in All Communities	• Number, type, location, and amount requested on project grant applications • Number, type, location and amount granted for approved projects	**Multiplier Effect:** Ratio of total project value to Trust investment **Economic Opportunities Created:** Hours of paid and volunteer labour Ratio of local spending to total project budget **Contribution to Green Economy:** Amount of derelict or vacant space rehabilitated Reduction in construction waste and landfill **Partnerships for Community Heritage Conservation:** Partnerships maintained New partnerships created **Geographical Distribution of Applications and Approved Projects:** Comparison of applications with approvals
Widespread Appreciation and Celebration of British Columbia's Heritage	• Number of new/improved pages on existing website(s) • Number of new heritage-related educational websites • Number of, and attendance at, workshops/ conferences • Number and distribution of scholarship/student prize applications • Number and distribution of scholarships and student prizes • Provincial Heritage Week celebration	Increase in number of website hits Increase in number of website positive responses Percentage of positive responses to workshops and conferences Percentage of scholarship recipients continuing to work in heritage related fields Number of community based Heritage Week celebrations Partnerships for heritage celebration: Partnerships maintained New partnerships created
Recognition of Significance of Heritage Conservation for Quality of Life	• Number and location of communities with heritage plans and commissions • Number, location and value of registered and legally protected properties	Ratio of protected heritage properties to identified heritage properties, by number, location and value Recognition and integration of heritage values in policies/programs/procedures of provincial agencies and local governments

The Trust will report regularly to the Minister on these performance measures and indicators of success. In the first year, 2001/2002, a few key measures will be used. In subsequent years, additional measures will be added and others refined to enable more comprehensive analysis of the effectiveness of Provincial investment in the Trust and other heritage-related programs.

9. Consistency with Government Priorities

The goals of the Trust, articulated in this Plan:

- heritage investment in all communities;
- widespread appreciation and celebration of British Columbia's heritage; and
- recognition of the significance of heritage conservation for quality of life

are reflected in one of the four goals of the Ministry of Small Business, Tourism and Culture:

- strong, diversified and healthy communities.

The Trust's goals are also consistent with three of government's overall priorities:

- modern economy working for everyone;
- dignity and security for all; and
- safeguarding heritage and improving quality of life.

10. Resources and Financial Plan

At present, the Heritage Trust receives an annual allocation through the voted funds of the Ministry of Small Business, Tourism and Culture. This allocation is currently $750,000 and is provided to fund the Community Heritage Investment Program of the Trust. No allocation is provided to cover administrative costs or to enable the Trust to undertake other initiatives within its legislative mandate. At the present time, these other costs are covered through interest earned on invested funds, the amounts recovered from rescinded project grants, funds secured from other partners, and any uncommitted carryover at the end of the fiscal year.

Although established as a Crown corporation with a separate Board reporting to the Minister of Small Business, Tourism and Culture, the Heritage Trust has no employees. Personnel of the Heritage Branch or other employees of the Ministry or the Province provide all support services to the Trust, with the exception of annual contracts for bookkeeping and audit services, and occasional contracts for special initiatives.

Services provided by the Heritage Branch for Board support, research and policy development, management, program administration, communications and promotion, financial services and general administration have a value of approximately 5 person years. When other expenditures related to space, systems and supplies are added, the Trust receives about $350,000 in support from the Branch. These funds are not shown in the Trust's annual budget, but are reported as a supplementary note to its audited financial statements.

The following financial forecast focuses on the $750,000 annually provided through the voted funds of the Ministry of Small Business, Tourism and Culture. It does not show funds that may be secured from other sources, nor does it show commitments and expenditures for program administration, heritage promotion/communications and Trust initiatives. As the Trust currently does not receive an allocation for these purposes, during the 2001/02 fiscal year the Board will request that government address this deficiency to enable the Trust to carry out its core mandate. If this problem is not remedied, the Trust will need to reduce the amount of funds available to invest in community heritage projects and strategic initiatives. This, in turn, will adversely affect the ability of the Trust to pursue the goals and objectives articulated in this Performance Plan.

	2001/02	2002/03	2003/04
REVENUES (Allocation from Province)	750,000	750,000	750,000
COMMITMENTS/EXPENDITURES			
• Community Heritage Investment	700,000	700,000	750,000
• BC Heritage Websites Program	50,000	50,000	0
TOTAL	750,000	750,000	750,000